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MINDPOWER IN MASSACHUSETTS

Condition of Higher Education

State College Supplemental Report

1999

GOVERNMENT DOCUMENTS
COLLECTION

OCT 1 8 1999

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Massachusetts Board of Higher Education

Table of Contents

2 Introduction

3 Objective One

5 Objective Two

10 Objective Three

11 Objective Four

14 Objective Five

17 Objective Six

19 Objective Seven

23 Objective Eight

30 Objective Nine

STATE COLLEGE OF MASSACHUSETTS

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His Excellency Argeo P. Cellucci and Members of the Great & General Court:

This document submitted by the Massachusetts State Colleges, in concert with the Board of Higher Education, is designed to be a companion piece to the *Mindpower in Massachusetts: Condition of Higher Education* report.

The Council of State College Presidents believes that the two documents taken together complete an accurate representation of the State Colleges today.

The documents clearly display that we are a system that has made, and continues to make, substantial progress in the areas of access, quality, and program development that represents what is important to a well educated citizenry. All of us are proud of the progress demonstrated in this report. We are grateful to our state government for their support and assistance in bringing it about.

More needs to be accomplished, particularly, in the areas of infrastructure improvements and technological advancement.

We join the Board of Higher Education in the pursuit of excellence and with your assistance, we will continuously make progress toward the goal.

Sincerely,

Kalyan K. Ghosh

Kalyan K. Ghosh, Chair
Council of State College Presidents

INTRODUCTION

As part of its Fiscal Year 1998 budget, the Massachusetts Legislature mandated the development of a performance measurement system for the State Colleges of the Commonwealth. The system requires campuses to report on their achievement of nine accountability Objectives:

1. to make public higher education more affordable
2. to improve student access and academic achievement
3. to recruit qualified students
4. to respond to specific needs of the workplace, as defined by business and labor
5. to provide policy research addressing the needs of the Commonwealth and local communities
6. to ensure cost-effective use of resources for each institution and across all institutions
7. to promote collaboration among the campuses and with the private sector
8. to support K-12 education programs
9. to maximize fund raising from private sources.

During 1998, a Task Force met to determine indicators for each of the Objectives. Campus performance on many of the indicators is detailed in the *Condition of Public Higher Education* report prepared by the Massachusetts Board of Higher Education. The purpose of this supplemental document is to describe campus performance on additional indicators for the above Objectives.

Although the legislative mandate to develop a performance measurement system is relatively new to the Massachusetts State Colleges, the principle of accountability is as old as the Colleges themselves. Most of the State Colleges were founded as Normal Schools, during an era when the Commonwealth faced the daunting challenge of providing public education for a burgeoning, largely immigrant, population. During that era, the Colleges measured their performance primarily through the obvious achievement of their desired outcome: an increasing literate population better equipped to drive the economic engine of the State.

Later, the State Colleges made the transition from an exclusively teacher-preparation role toward comprehensive offerings in other professional areas, including accounting, nursing and allied health, commercial art, and social work. During this time, the impetus to measure performance continued, and licensing examinations and certification results provided reliable measures of accountability. In addition, placement surveys indicated that overwhelming numbers of State College graduates found employment in their chosen professions within a year of graduation and that most returned to their hometowns.

Now, as we approach the new millennium, higher education has become the *sine qua non* of a thriving economy and a productive and fulfilled citizenry, and the State Colleges of the Commonwealth must lead the way not simply in being effective but in being able to illustrate that effectiveness.

The development of the performance measurement system described in this document represents an important moment in the history of the State Colleges. For the first time, the State Colleges as a unified entity have in place a genuine methodology for measuring performance consistently every year. Since this is the initial report of the State Colleges to the Legislature, it would be self-serving to indulge in any facile or self-congratulatory generalizations. Nonetheless, it is encouraging to discover that many of the indicators demonstrate that the Colleges are heading in the right direction. The baseline data that this process has generated reveal some significant areas of strength that will yield even greater strength during the years to come. More important to the Colleges' continuing improvement, however, these baseline data clearly identify areas of weakness that will require energetic attention.

The most rewarding aspect of this new performance measurement system is that it provides a template for progress. Much of what has been achieved over the long history of the State Colleges has been acknowledged intuitively to be good. Now, there is a systematic way for the Colleges to demonstrate to the Legislature, to the students and graduates of the Colleges and to the citizens of the Commonwealth, that the quality, affordability, and accessibility of public education is a top priority.

Thus, while the State Colleges have always been justly proud of the value of the degrees they award, this performance measurement system is a welcome opportunity to reinvigorate that pride by demonstrating continued progress in performance on each of these nine accountability objectives.

OBJECTIVE ONE

TO MAKE PUBLIC HIGHER EDUCATION MORE AFFORDABLE

Performance Measures reported in the *Condition of Public Higher Education:*

- Fees

Informational indicators reported in this supplemental document:

- Average tuition and fees relative to median state income
- Student subsidy

The information reported in the tables below document State Colleges' progress in achieving the goal of making public education more affordable. The first table, which compares the cost of tuition and fees with the median Massachusetts family income, provides an indication of family resources that might be needed to support a student in public higher education. Note that financial aid is not taken into account—students who meet income guidelines will be eligible for financial aid, which will reduce the cost of attending. The fact that the 1997 percentages are lower than the 1996 figures indicates that a State College education is becoming more affordable for the families of the Commonwealth.

The second table reports the per-student subsidy contributed by the state to the operation of each College. Higher costs at some institutions, generally the specialized institutions, result in a higher subsidy. It is also important to remember that since this table reports subsidy as a per-student share of appropriations, changes in enrollment will affect this indicator, even if appropriations remain constant.

Average Tuition and Fees Relative to Median State Family Income Over Time

	FY 1996 Tuition and Fees		FY 1997 Tuition and Fees	
	Total	as % of MA Median Income	Total	as % of MA Median Income
Bridgewater State College	$3,422	8.4%	$3,392	8.2%
Fitchburg State College	3,316	8.2	3,246	7.9
Framingham State College	3,308	8.2	3,228	7.8
Massachusetts College of Art	4,107	10.1	4,034	9.8
Massachusetts College of Liberal Arts	3,555	8.8	3,485	8.5
Massachusetts Maritime Academy	3,120	7.7	3,174	7.7
Salem State College	3,408	8.4	3,344	8.1
Westfield State College	3,194	7.9	3,162	7.7
Worcester State College	2,753	6.8	2,683	6.5
Segmental Average	3,354	8.3	3,305	8.0

Note: Figures in the "Total" column reflect tuition and mandatory fees for all students; waivable, one-time, and program specific fees are excluded. The median family income for 1996 was $40,500 and for 1997, $41,212.

Source: Board of Higher Education (BHE) Tuition and Fees Survey, U.S. Census (Median Income)

Student Subsidy

	State Appropriation FY 1997	FTE Students Fall 1996	Student Subsidy
Bridgewater State College	$25,620,700	6,760	$3,790
Fitchburg State College	22,154,598	3,526	6,283
Framingham State College	17,772,460	3,753	4,736
Massachusetts College of Art	11,048,594	1,510	7,317
Massachusetts College of Liberal Arts	12,626,208	1,283	9,841
Massachusetts Maritime Academy*	10,436,111	720	14,495
Salem State College	28,272,764	6,793	4,162
Westfield State College	16,607,255	3,816	4,352
Worcester State College	17,367,884	3,648	4,761

Source: FY1999 Budget Worksheets and Integrated Postsecondary Education Data System (IPEDS) Fall Enrollment Survey, 1996.

Definitions: (1) State Appropriations are the sum of State Maintenance Appropriations, State Fringe Benefit Support, State Library Appropriations and Other State Appropriations (Restricted) Less Remitted Tuition. When FY1996 State Fringe Benefit Support was unavailable it was calculated from AA Expenditures FY1996 based on the percent of Fringe Benefits to AA Expenditures in FY1997. (2) FTE (Full-time equivalent) Students equals the sum of full-time students (those who carry 12 or more credits) plus one-third of part-time students. (3) Student Subsidy equals state appropriation divided by FTE students.

*Note: Due to high credit loads averaging 18 credits per term, the Massachusetts Maritime Academy (MMA) actual FTE total as reported in the 1996 BHE Early Enrollment Report is 871. For comparison purposes within the State College system, student subsidy at MMA in 1996 is $11,982 per FTE.

OBJECTIVE TWO

TO IMPROVE STUDENT ACCESS AND ACHIEVEMENT

Performance Measures reported in the *Condition of Public Higher Education:*

- Retention rates
- Graduation rates
- Pass rates on the Massachusetts Educator Certification Tests

Informational indicators reported in this supplemental document:

- Undergraduate enrollment
- Graduate enrollment
- Continuing education enrollment
- Enrollment by race
- Campus programs and efforts designed to recruit and retain minority students
- Persistence rates for full-time degree-seeking students, overall and by race
- Degrees awarded
- Six-year graduation rates

Indicators of Student Access:

The Massachusetts State Colleges provide access to higher education in a variety of ways, including enrolling students in degree and certificate programs at the undergraduate and graduate levels, enrolling non-matriculated students, and offering opportunities for continuing education. The tables below report the number of students served by the State Colleges during 1995, 1996, and 1997. Total enrollments have been relatively stable during this three-year period, and by 1997, the State Colleges enrolled almost 45,000 students at the undergraduate and graduate levels and another 10,000 in continuing education programs. Many schools seek growth in enrollment while responding to the challenges to control costs and improve admissions standards. Other colleges, such as Massachusetts College of Art, are at optimal enrollment and seek to maintain their current level. Enrollments of minority students have risen by 2 percent during the three-year period reported below.

Undergraduate Student Enrollment

	Fall 1995	Fall 1996	Fall 1997
Bridgewater State College	7,040	7,372	7,364
Fitchburg State College	3,990	3,716	3,724
Framingham State College	4,503	4,275	4,261
Massachusetts College of Art	2,017	2,113	2,180
Massachusetts College of Liberal Arts	1,606	1,617	1,552
Massachusetts Maritime Academy	801	739	767
Salem State College	8,453	8,282	8,183
Westfield State College	4,042	4,138	4,194
Worcester State College	4,922	4,780	4,733
Total Segmental Enrollment	37,374	37,032	36,958

Note: Enrollment includes full-time, part-time, degree and non-degree students.

Source: IPEDS Fall Enrollment Surveys

Graduate Student Enrollment

	Fall 1995	Fall 1996	Fall 1997
Bridgewater State College	1,353	1,339	1,562
Fitchburg State College	1,557	1,344	2,123
Framingham State College	469	885	1,054
Massachusetts College of Art	112	109	109
Massachusetts College of Liberal Arts	123	128	127
Salem State College	1,260	1,276	1,318
Westfield State College	719	741	743
Worcester State College	583	589	772
Total Segmental Enrollment	6,176	6,411	7,808

Note: Enrollment includes full-time, part-time, degree and non-degree students.

Source: IPEDS Fall Enrollment Surveys

Continuing Education Enrollment

	Number of Non-credit Bearing Enrollments, FY 1997
Bridgewater State College	668
Fitchburg State College	101
Framingham State College	1,021
Massachusetts College of Art	1,084
Massachusetts College of Liberal Arts	1,365
Massachusetts Maritime Academy	1,150
Salem State College	3,970
Westfield State College	933
Worcester State College	279
Total Segmental Enrollment	10,571

Note: Figures reported reflect duplicated headcount.

Source: Campus surveys

Enrollment by Race

	1995			1996			1997		
	Minority students	White non-Hispanic	Total	Minority students	White non-Hispanic	Total	Minority students	White non-Hispanic	Total
Bridgewater State College	384	5,678	6,062	441	5,763	6,204	447	5,795	6,242
Fitchburg State College	321	2,847	3,168	338	2,652	2,990	293	2,392	2,685
Framingham State College	237	2,933	3,170	267	2,927	3,194	319	2,862	3,181
Massachusetts College of Art	141	862	1,003	150	853	1,003	151	881	1,032
Massachusetts College of Liberal Arts	87	1,506	1,593	88	1,515	1,603	90	1,301	1,391
Massachusetts Maritime Academy	40	717	757	35	683	718	33	711	744
Salem State College	746	5,529	6,275	726	5,497	6,223	780	5,471	6,251
Westfield State College	187	2,984	3,171	204	3,014	3,218	223	2,998	3,221
Worcester State College	341	3,316	3,657	363	3,164	3,527	378	3,091	3,469

Note: Table reports enrollment of degree-seeking undergraduates. Nonresident aliens (international students) and students whose ethnicity is not known are not included in this table.

Source: IPEDS Fall Enrollment Surveys

Campus programs and efforts designed to recruit and retain minority students

In an effort to increase diversity on the State College campuses, the campuses have made a commitment to recruiting students from under-represented groups. In order to retain minority students once they enroll and to insure that all students have the opportunity to learn about other cultures the State Colleges offer programs and services to enhance the diversity of the curriculum and student life. The following are examples of how the State Colleges have focused on both sides of the issue—recruiting and retaining minority students.

Programs/Activities to recruit minority students:

- Visit high schools and attend college fairs with high minority populations
- Establish community outreach programs with agencies that work with specific minority groups
- Advertise in predominantly minority publications (Hispanic Yellow Pages, Banner Publications)

Programs/Activities to retain minority students:

- Sponsor activities, workshops, lectures, concerts, celebrations to educate the campus community about cultural diversity and to enhance the comfort level of students from different cultures
- Maintain an Office or Position for Multicultural/Minority Affairs
- Support multicultural student organizations and programming

Indicators of Student Achievement:

Two measures of students' achievement of their educational objectives are persistence, defined as the continued enrollment of a student from one academic year to the subsequent academic year, and graduation, defined as earning a baccalaureate degree within six years. Segment-wide, 6,450 degrees were awarded in 1996–1997 including 387 (6 percent) to minority students. It is important to note that retention and graduation rates do not, at present, reflect the success achieved by those students who transfer to other colleges, including those who transfer to another public college or university.

Overall Persistence Rates for Full-Time Degree-Seeking Students

	First-Time, Full-Time Freshmen Persistence Rate, Fall 1996–1997	Overall Full-Time Undergraduate Persistence Rate, Fall 1996–1997
Bridgewater State College	72%	78%
Fitchburg State College	67	78
Framingham State College	64	75
Massachusetts College of Art	86	84
Massachusetts College of Liberal Arts	65	74
Massachusetts Maritime Academy	82	86
Salem State College	65	75
Westfield State College	76	81
Worcester State College	62	69

Notes: Column 1 reports the percentage of students who began as first-time, full-time freshmen in Fall 1996 who returned Fall 1997. Column 2 reports the percentage of undergraduates enrolled in Fall 1996 who returned Fall 1997, minus those who were graduated.

Source: Research & Planning Enrollment & Degrees System (RPEDS) Enrollment files

Freshmen/Sophomore Persistence Rates by Race

	Minority Persistence Rate Fall 1996–1997	White Persistence Rate Fall 1996–1997
Bridgewater State College	69%	72%
Fitchburg State College	60	68
Framingham State College	68	63
Massachusetts College of Art	77	90
Massachusetts College of Liberal Arts	67	64
Massachusetts Maritime Academy	70	81
Salem State College	65	64
Westfield State College	63	77
Worcester State College	63	63

Notes: 1. Nonresident aliens (international students) and students whose ethnicity is unknown are excluded from this analysis.
2. Minority persistence rates should be interpreted with caution for institutions with small numbers of minority students.

Source: RPEDS Enrollment files

Degrees Awarded

		Number of Degrees Awarded		
	Degree Level	1994–1995	1995–1996	1996–1997
Bridgewater State College	Bachelor	1,151	1,107	1,086
	Master	191	133	148
	Total	**1,342**	**1,240**	**1,234**
Fitchburg State College	Bachelor	638	620	584
	Master	228	218	267
	Total	**866**	**838**	**851**
Framingham State College	Bachelor	592	579	603
	Master	238	110	251
	Total	**830**	**689**	**854**
Massachusetts College of Art	Bachelor	176	230	198
	Master	39	44	31
	Total	**215**	**274**	**229**
Massachusetts College of Liberal Arts	Bachelor	344	343	278
	Master	24	19	20
	Total	**368**	**362**	**298**
Massachusetts Maritime Academy	Bachelor	119	179	157
	Total	**119**	**179**	**157**
Salem State College	Bachelor	1,263	1,076	988
	Master	245	294	317
	Total	**1,508**	**1,370**	**1,305**
Westfield State College	Bachelor	739	720	758
	Master	78	60	57
	Total	**817**	**780**	**815**
Worcester State College	Bachelor	549	676	642
	Master	113	125	103
	Total	**662**	**801**	**745**

Source: IPEDS Completions Surveys

Six-Year Graduation Rates

	1991 Cohort of First-Time, Full-Time Freshmen	Number Completing by 1997	Graduation Rate
Bridgewater State College	982	503	51%
Fitchburg State College	759	338	45
Framingham State College	385	175	45
Massachusetts College of Art	166	71	43
Massachusetts College of Liberal Arts	422	171	41
Massachusetts Maritime Academy	195	107	55
Salem State College	884	294	33
Westfield State College	620	363	59
Worcester State College	438	162	37

Note: The national average six-year graduation rate for four-year public institutions is 42.7 percent.

Source: IPEDS Graduation Rate Survey for campus figures, American Association of State Colleges and Universities (AASCU) National Retention Project for national average.

OBJECTIVE THREE

TO RECRUIT QUALIFIED STUDENTS

The *Condition of Public Higher Education* reports performance on this Objective:

Performance Measures

- Average high school grade point average (GPA)
- Average SAT scores
- Percentage of special admissions among new students

OBJECTIVE FOUR

TO RESPOND TO SPECIFIC NEEDS OF THE WORKPLACE AS DEFINED BY BUSINESS AND LABOR

Informational indicators reported in this supplemental document:

- Job placement rates
- Collaborations with businesses, industries, trade organizations, non-profit organizations or advisory groups

Each State College conducts regular surveys of its graduates six to twelve months after graduation, to gather information about their employment placement and further educational activities. Although the design and timing of the surveys are not strictly comparable, and response rates vary, the results still provide useful data on graduates' workforce participation. Data from the most recent surveys show that roughly 90 percent of the graduates who responded are employed within six months of graduation. In future years it is hoped that more comprehensive information about the post-graduation outcomes of State College graduates will be available, including additional employment information, data about graduate school enrollment, and participation in the military and community service programs.

In addition to preparing graduates for the workplace, the State Colleges engage in a wide variety of collaborative activities with business and community organizations. A review of these collaborations reveals the range of activities and programs the State Colleges have developed to meet the needs of the workplace and to support regional and economic development.

Job Placement Rates

	Graduating Class Surveyed	Number of Graduates Surveyed	Response Rate	Percent Employed
Bridgewater State College	1996	1,068	53%	88%
Fitchburg State College	1996	559	53	94
Framingham State College	1996	602	53	93
Massachusetts College of Art	1996	228	48	84
Massachusetts College of Liberal Arts	1997	264	30	82
Massachusetts Maritime Academy	1997	157	100	90
Salem State College	1996	903	65	91
Westfield State College	1994	983	87	89
Worcester State College	1996	599	64	97

Source: Campus surveys

Lists of collaborations with businesses, industries, trade organizations, non-profit organizations or advisory groups

The following categories of collaborations occur frequently among the State Colleges:

Business Advisory Groups

These groups inform the Colleges of employment opportunities for graduates, continuing education needs, etc. In addition, the Colleges receive feedback on curricular content from professionals working in fields related to various academic programs.

Conferences

The Colleges support professional development for entrepreneurs, policymakers, engineers, health care professionals, etc., by co-sponsoring and hosting conferences and workshops.

Internships

Each institution provides "hands-on" experience for students while simultaneously supporting regional businesses, industry and community organizations, communication industry, banks, etc. During the 1996–1997 academic year over 1,400 State College students were placed in internships throughout the Commonwealth.

Technological Delivery

The colleges offer support and training for regional businesses, industries, schools, hospitals, and community organizations.

The following list highlights some of the unique collaborations that exist on each campus:

Bridgewater State College

The Institute for Regional Development provides training and information to local business, industry and governmental agencies. It houses three centers: the Center for Public School Leadership, the Center for Watershed Studies, and the Center for Legislative Studies. The John Joseph Moakley Center for Technological Applications supports local business and industries in a variety of ways, including technology courses and workshops geared to the needs of the local business community; training on universal banking software for bankers in Southeastern Massachusetts; use of meeting space by many groups, including Chambers of Commerce and business associations; use of teleconferencing facilities to downlink management training program for member of the business community.

Fitchburg State College

The Montachusett Economic Center provides marketing and management services, including conferences, workshops and seminars, to area businesses, as well as career orientation and training for business students. The College is an active partner with the City of Fitchburg on a number of renewal efforts including Fitchburg by Design, Lower Main Street Revitalization Project, North Street Corridor Project, and the Fitchburg Theater Renovation Plan.

Framingham State College

The Metrowest Economic Research Center provides professional services and assistance to a host of businesses, industries, non-profit organizations, and governmental agencies throughout the Metrowest region. The John Stalker Institute of Food and Nutrition provides programs on nutrition, dietetics, and food handling to businesses, schools, and health care organizations throughout Massachusetts.

Massachusetts College of Art

The College offers a Graphic Design Certificate Program in the evening consisting of 12 professional courses designed to provide individuals with the conceptual and technical skills to enter, or advance, a career in graphic design.

Massachusetts College of Liberal Arts

The Office of Lifelong Learning, in conjunction with the American Management Association and General Dynamics, has developed a non-credit certificate in Management program to employees at General Dynamics, BankBoston, and Berkshire Health Systems. The College also offers on-site credit courses leading to a degree in business administration at the General Electric Plastics Headquarters in Pittsfield and participates in a Technology Taskforce of local business and industry leaders to promote and advance technology needs of the community. In collaboration with Mass MOCA, the College offers free workshops in computer skills and Internet access to the Northern Berkshire community.

Massachusetts Maritime Academy

The Academy provides Oil Spill Management Training and Oil Spill Exercises, utilizing the nation's only 3-D, high technology oil spill management simulator. Most major shipping and oil companies have sent professionals to the campus to participate in regularly scheduled drills.

Salem State College

The Small Business Development Center is a federally-funded program that provides free services to individuals interested in starting their own small business or expanding upon a current business. Since 1991 the Center has assisted over 6,000 individuals. Special efforts have been made to serve the mentally and physically challenged segments of the community as well as the Hispanic community. The College has sponsored Community Policing Training Programs, involving about 700 officers from Lynn, Salem, Gloucester, Hamilton, Wenham, Danvers, Beverly, and Ipswich. The College has recently purchased 38 acres of land near its North Campus. This property includes 190,000 square feet of space that will be redeveloped as the Salem State College Assistance Corporation Enterprise Center, a structured environment for start-up and established businesses with synergistic relations to the programs of the College.

Westfield State College

The College offers a half-day program for respite workers at Mt. Tom Institute, Holyoke; and an EMT refresher course for Southwick Fire Department EMTs and Mutual Aid Members. The College is a member of the Community Development Corporation of Westfield, which helps to establish business, industry and manufacturing concerns in the greater Westfield area.

Worcester State College

Alamo Learning Systems, a subsidiary of Simon and Schuster, chose the College to be sole collaborator in the Northeast to offer company-developed corporate training programs to local businesses and industries. Non-credit open enrollment seminars, workshops and short courses are offered throughout the year. The programs can be held at the College or at businesses to meet their requirements. The Central Massachusetts Manufacturing Partnership is one of five statewide partnerships to help manufacturing business throughout central Massachusetts. The College offers policy direction to the organization through its active participation in the executive committee of the Board of Directors. The Massachusetts Biotechnology Research Institute allows the College to participate actively in economic development focused on biotechnology research and development for the region.

Source: Campus surveys

OBJECTIVE FIVE

TO PROVIDE POLICY RESEARCH ADDRESSING THE NEEDS OF THE COMMONWEALTH AND LOCAL COMMUNITIES

Informational indicators reported in this supplemental document:

- Inventory of faculty, student, and staff research related to regional needs, including those commissioned by local or state governments

The faculty and staff of the State Colleges engage in a number of research projects, often in collaboration with their students. These projects provide valuable service to the regions served by the State Colleges and are frequently undertaken at the request of local constituents. The following list is a partial inventory of the research projects conducted by State College personnel and students during fiscal year 1997.

Inventory of faculty, student, and staff research related to regional needs

Key to Schools: BSC = Bridgewater State College; FSC = Fitchburg State College; FRSC = Framingham State College; MCA = Massachusetts College of Art; MCLA = Massachusetts College of Liberal Arts; MMA = Massachusetts Maritime Academy; SSC = Salem State College; WSC = Westfield State College; WOR = Worcester State College

Research Projects	Region Served
Political Science/Government	
· Linkage between tax policy and economic development (BSC)	Southeastern Massachusetts
· Open town meetings in Massachusetts (BSC)	Massachusetts
· Citizen participation in town meetings (BSC)	Massachusetts
· City Economic Development Study (BSC)	Southeastern Massachusetts
· City Police Program Evaluation (BSC)	Southeastern Massachusetts
· NAFTA Impact (FSC)	National
· Studies for and advisory role to the Information Systems Technical Advisory Committee of the U.S. Dept. of Commerce (SSC)	National
· Study of the tax base for the City of Salem (SSC)	Salem
· Development of an open space plan (WSC)	Westfield
Environmental Issues	
· Study of land use and river drainages (BSC)	Eastern Massachusetts
· Water quality monitoring efforts (BSC)	Southeastern Massachusetts
· Use of satellite and aircraft remote sensing data to solve environmental problems (BSC)	Southeastern Massachusetts
· Shoreline vegetation pattern of Ashland reservoir (FRSC)	Central Massachusetts
· Land use and development program (FRSC)	Metro West
· Marine Resource Inventory Project to assist displaced fishermen and the Fishermen's Wives Association in Gloucester (SSC)	Gloucester
· Chebacco Lake Project (SSC)	Cape Ann
· Phytoplankton Monitoring Program (SSC)	Cape Ann

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Research Projects	Region Served
Health Care	
· Study of health care delivery (BSC)	Cape Cod
· Counseling Older Adults with Organic Brain Disorders: A Survey of Therapists in Massachusetts (WOR)	Massachusetts
· Reducing depression in older adults (WOR)	Massachusetts
· Community-based residential care for mentally-medically ill elders (WOR)	Massachusetts
Education	
· Community college students' transfer rates (BSC)	Massachusetts
· Characteristics of successful college graduates (BSC)	Southeastern Massachusetts
· Addictive behavior in college students (BSC)	Southeastern Massachusetts
· Reading education in public schools (FSC)	Massachusetts
· Peer mediation in schools (FSC)	Massachusetts
· Study of high school dropouts (SSC)	North Shore
· Head Start/Early Childhood Transition Program (WOR)	Worcester
Business/Economic Development	
· Sales management support for Boy Scout Council (BSC)	Southeastern Massachusetts
· Consumer profile for local company (BSC)	Southeastern Massachusetts
· Consumer Price Index Data (FSC)	Massachusetts
· Harbor Towers Project Analysis (FSC)	Massachusetts
· Economic Impact Study (FRSC)	South Shore
· Survey of North Adams Community Development (MCLA)	North Berkshires
· Berkshire County Consumer Advocate (MCLA)	Berkshires
· Examining interjurisdictional economic competition between selected counties of Massachusetts and Southern New Hampshire (SSC)	New England
· Survey of economic development (WSC)	Westfield
Marketing	
· New transit terminal (BSC)	Southeastern Massachusetts
· Tourism study for local county development council (BSC)	Southeastern Massachusetts
· City of Fitchburg Advertising (FSC)	Fitchburg

Key to Schools: BSC = Bridgewater State College; FSC = Fitchburg State College; FRSC = Framingham State College; MCA = Massachusetts College of Art; MCLA = Massachusetts College of Liberal Arts; MMA = Massachusetts Maritime Academy; SSC = Salem State College; WSC = Westfield State College; WOR = Worcester State College

Research Projects	Region Served
Cultural Studies	
· Historical study of area Indian tribe (BSC)	Bridgewater Towns
· Archaeology research (BSC)	Middleborough
· Community building across ethnic and gender boundaries (BSC)	Cape Cod
· Research design and construction of historic reproduction costumes for children's education programs in history (FRSC)	Worcester (Higgins Armory Museum)
· Historical study of the impact of Lebanese Syrians on the Worcester area (WOR)	Central Massachusetts
· A private sector perspective on the power of commitment to diversity in the workforce (WOR)	Central Massachusetts
Sociology	
· Welfare recipients' transition to the workplace (BSC)	Massachusetts
· Undocumented and abused women immigrants (BSC)	Massachusetts
· Public perception of crime (FRSC)	Framingham
· Police attitudes towards domestic violence arrests (FRSC)	Central Massachusetts
· Race relations study (FRSC)	Cambridge
· Adoption Crossroads Project: Evaluation of social support and respite care in the adoption process (SSC)	Central Massachusetts
· Gender Differences in the Perception of Sexual Harassment in the Workplace (WOR)	Massachusetts

Source: Campus surveys

OBJECTIVE SIX

TO ENSURE COST EFFECTIVE USE OF RESOURCES AND TO MANAGE CAMPUSES AS EFFICIENTLY AS POSSIBLE

Performance Measures reported in the *Condition of Public Higher Education:*

- Institutional support costs
- Capital adaptation and renewal as percentage of operating budget

Informational indicators reported in this supplemental document:

- Instructional costs
- Aggregate student learning costs (instruction, academic support and student services)

Responsible use of fiscal resources is a fundamental duty of any enterprise receiving taxpayer support. One means of evaluating cost effectiveness is through analysis of the levels and patterns of spending among similar institutions. To this end the Board of Higher Education has established for each State College a set of peer institutions. Peer institutions were chosen on the basis of similarity of mission, programs, and other campus characteristics. For the purpose of cost comparisons the best available measure is the Integrated Postsecondary Education Data System (IPEDS) Finance Survey, which all colleges participating in federal financial aid programs must complete annually.

The table that follows reports total education and general expenditures for each campus as well as spending levels for institutional (administrative) support, for instruction, and for the support of student learning (the sum of academic support, student services and instruction). These figures clearly demonstrate that the Massachusetts State Colleges generally spend far less than their peers to provide instruction, student services, and administrative support.

State College Expenditures and Peer Averages, Fiscal Year 1997

			Institutional Support Costs		Instructional Costs		Aggregate Student Learning Costs	
	Fall Headcount	Total Education and General (E&G) Expenditures	as % of E & G	Per Fall Headcount	as % of E & G	Per Fall Headcount	as % of E & G	Per Fall Headcount
Bridgewater State College	8,711	$49,488,279	15%	$863	47%	$2,648	73%	$4,105
Peer Average	9,674	66,318,366	17	1,179	48	3,304	68	4,668
Fitchburg State College	5,060	36,126,172	13	948	52	3,747	73	5,208
Peer Average	6,859	46,984,823	14	971	48	3,301	70	4,789
Framingham State College	5,160	31,263,355	15	891	48	2,880	70	4,207
Peer Average	7,068	47,708,425	21	1,450	47	3,145	65	4,356
Massachusetts College of Art	2,222	20,232,366	16	1,484	41	3,729	62	5,580
Peer Average	1,521	19,484,321	22	2,841	46	5,955	65	8,333
Massachusetts College of Liberal Arts	1,745	19,124,941	15	1,641	44	4,838	71	7,754
Peer Average	1,790	22,457,251	21	2,589	41	5,102	67	8,360
Massachusetts Maritime Academy	739	14,335,351	22	4,266	33	6,335	64	12,330
Peer Average	723	11,684,729	23	3,744	34	5,419	61	9,798
Salem State College	9,558	45,994,181	16	752	52	2,524	71	3,459
Peer Average	11,250	74,001,950	18	1,194	50	3,309	68	4,476
Westfield State College	4,879	31,909,534	13	882	45	2,962	72	4,676
Peer Average	5,772	41,002,503	15	1,082	47	3,337	69	4,884
Worcester State College	5,369	25,643,565	12	590	58	2,791	74	3,556
Peer Average	7,393	46,050,526	17	1,082	48	3,018	68	4,239

Notes: 1. Aggregate student learning costs include expenditures for instruction, academic support and student services. 2. In trying to use the most recent fiscal data available (FY1997), BHE found that some peer institutions did not have FY1997 IPEDS Finance data available. In these few instances, BHE used FY1996 Finance data and inflated it by 4 percent.

Source: IPEDS Fall Enrollment, 1996
IPEDS Finance, 1997

OBJECTIVE SEVEN

TO PROMOTE COLLABORATION AMONG THE CAMPUSES AND WITH THE PRIVATE SECTOR (IN HIGHER EDUCATION)

Performance Measures reported in the *Condition of Public Higher Education:*

- Joint purchase agreements

Informational indicators reported in this supplemental document:

- Number of students participating in joint registration programs
- Collaborations with other institutions

The State Colleges have a large number of collaborations within the Massachusetts public higher education system as well as with many of the independent colleges and universities. The collaborations allow for a range of activities—from purchasing to student cross-registration between campuses. The result of these agreements is cost savings and resource enhancement to students, faculty, administrators and taxpayers.

Number of students participating in joint registration programs

During academic year 1997–1998, State College students participated in three joint registration programs:

1. APPLE/NEBHE New England Regional Student Program: State Colleges welcomed 463 students through this program, which offers New England students a reduced out-of-state tuition at one of 77 public colleges and universities. Students may enroll in approved major programs that are not offered by public colleges in their home state.
2. Study Abroad: Seventy-one students participated in a Study Abroad program, spending either a semester or a full academic year at a higher-education institution outside the United States.
3. Campus Academic Program Sharing (CAPS): Twenty-seven students participated in the CAPS program that allows any State College student to attend another State College for one or two semester without officially transferring.

Collaborations with other institutions

Among the public higher education institutions in Massachusetts, the following are examples of current collaborative activities:

- Student Health Insurance: Six State Colleges (Bridgewater, Fitchburg, Framingham, Massachusetts College of Art, Salem, and Worcester) and University of Massachusetts Dartmouth have a joint contract for health insurance.
- Massachusetts Consortium of Chief Librarians of Public Higher Education Institutions (MCCLPHEI): This consortium of library directors meets quarterly to discuss issues of mutual interest and to negotiate prices for electronic resources.
- Massachusetts Statewide Adaptive Computing Network (MASSACT): This collaborative effort among public campuses provides computer assistance to students with disabilities.
- Joint Admissions Program: Students entering transfer programs at community colleges can simultaneously be admitted to State Colleges and the University of Massachusetts for their junior and senior year. Currently there are 6,000 students signed up for the program.

- Articulation agreements/Dual admissions programs among the public colleges:

  Bridgewater State College students who satisfactorily complete the CAGS program in Educational Leadership may transfer credit to the doctoral program at the University of Massachusetts Lowell.

  Fitchburg State College has articulation agreements with Mt. Wachusett Community College; agreements are under discussion with Middlesex Community College and Quinsigamond Community College.

  Framingham State College has approved 183 designated transfer programs with the 15 community colleges.

  Massachusetts College of Art has articulation agreements with three community colleges (Greenfield, Holyoke, and Massasoit) and participates in the Public College Exchange Program (PCEP) with Bunker Hill Community College, Roxbury Community College, and University of Massachusetts Boston.

  Massachusetts College of Liberal Arts has articulation agreements with eight community colleges.

  Massachusetts Maritime Academy has articulation agreements in Facilities and Plant Engineering with Bridgewater State College and Cape Cod Community College.

  Salem State College has articulation/joint admissions agreements with 9 of the 15 community colleges.

  Westfield State College has dual admission programs with Springfield Technical Community College and Holyoke Community College, articulation agreements with the eight other State Colleges and the University of Massachusetts, and equivalency documents with four community colleges.

  Worcester State College has articulation and joint admission agreements with all the Massachusetts state and community colleges. In total, there are 23 articulation agreements for day and continuing education programs with colleges and universities in New England.

The following is a partial list of the collaborations that exist between the State Colleges and private institutions in Massachusetts:

Bridgewater State College (BSC):

- The Southeastern Association for Cooperation in Higher Education in Massachusetts (SACHEM) collaboration allows students at BSC, Bristol Community College (BCC), Cape Cod Community College (CCC), Massachusetts Maritime Academy (MMA), University of Massachusetts Dartmouth (UMD), Stonehill College, and Wheaton College to cross-register for courses at other SACHEM institutions.
- Southeastern Massachusetts Cooperating Libraries (SMCL) allow cooperative borrowing of materials among members. SMCL institutions include BSC, UMD, BCC, CCC, Massasoit Community College (MAS), Curry College, Stonehill College, and Wheaton College.
- The track and field teams at BSC use Wheaton College's indoor fieldhouse in exchange for Wheaton athletes' use of BSC's pole vault equipment.
- BSC has an articulation agreement with Quincy College in the liberal arts and education.
- BSC participates in the Ronald E. McNair Scholars Program. Located at Brandeis University, this program prepares first-generation students and students from groups under-represented in graduate education for doctoral study and careers in academe or research.
- BSC, CCC, and MAS are partners with Brown University in NetGain, a program to internationalize college curricula.
- BSC is one of the participating institutions in a student exchange program sponsored by the New England Board of Higher Education that provides opportunities for students to attend public and private colleges in New England and Canada (Quebec/New England; Nova Scotia/New England).

Fitchburg State College (FSC):

- Academic Paradigms Online provides for the delivery of distance learning programs to students in Bermuda.
- The Worcester Consortium extends library borrowing privileges at University of Massachusetts Amherst and a number of private colleges to FSC faculty and staff.

Framingham State College (FRSC):

- The Stone Center at Wellesley College offers teacher professional development courses carrying graduate credit from FRSC.
- Articulation agreements with FRSC's Nursing Department exist with Atlantic Union College, Becker College, Endicott College, and Laboure College.
- FRSC participates in the Ronald E. McNair Scholars Program. Located at Brandeis University, this program prepares first-generation students and students from groups under-represented in graduate education for doctoral study and careers in academe or research.
- FRSC admits Scandinavian students from the International Business School, Gotenborg, Sweden, for an academic year of study on "special student status."

Massachusetts College of Art (MCA):

- The Pro Arts Consortium, based at MCA, permits exchanges among MCA and Berklee College of Music, Boston Architectural Center, Boston Conservatory, Emerson College, and School of the Museum of Fine Arts.
- Massachusetts Institute of Technology (MIT) allows MCA students to cross-register with the MIT Art Department.
- MCA participates in the Fenway Consortium with private institutions in the Fenway area. Activities have primarily focussed on projects undertaken by the City of Boston concerning such issues as Huntington Avenue improvements and area flooding problems. The participating private institutions include Emmanuel College and Simmons College.
- The Fenway Libraries On-Line allows MCA students to share on-line access to 14 nearby libraries. The agreement allows MCA students access to participating libraries for computer search of all library connections, borrowing privileges and on-site use.
- MCA recently joined the Medical Academic and Scientific Community Organization (MASCO) consortium of Longwood area medical and higher education institutions. The consortium provides opportunities for group contract purchasing of services and products.
- The Association of Independent Colleges of Art and Design (AICAD) Mobility Program permits students in their junior year to study for a semester at another art school. Participating students pay MCA tuition and fees. The 34 colleges included in this program are members of the AICAD.

Massachusetts College of Liberal Arts (MCLA):

- A joint admission agreement exists between MCLA and Dean College.
- Articulation agreements in eight different academic areas are being finalized between MCLA and Hudson Valley Community College of Troy, New York; Dean College of Franklin, Massachusetts; and Schenectady County Community College of Schenectady, New York.
- MCLA and Williams College have a cross-registration agreement.
- MCLA has an Honors Program Articulation Agreement with Hudson Valley Community College in Troy, New York.

- MCLA is a member of the Hudson Mohawk Association of Colleges (Albany, New York, area public and private colleges). MCLA has participated in activities such as workshops, seminars, guest lectures, etc., to promote education advancement, awareness of educational issues and sharing of resources.

Massachusetts Maritime Academy (MMA):

- The Southeastern Association for Cooperation in Higher Education in Massachusetts (SACHEM) collaboration allows students at BSC, Bristol Community College, Cape Cod Community College, MMA, University of Massachusetts Dartmouth, Stonehill College, and Wheaton College to cross-register for courses at other SACHEM institutions.
- MMA is a sub-grantee of the MIT Sea Grant.

Salem State College (SSC):

- SSC has entered into a number collaborative arrangements with Essex Agricultural Technical Institute (EATI), including a transfer of credit compact.
- The North of Boston Library Exchange (NOBLE) is a collaboration of libraries at five public colleges (SSC, Bunker Hill Community College, Middlesex Community College, North Shore Community College, and Northern Essex Community College), five private institutions and 20 cities/towns. Participating private institutions include Gordon College, Marion Court College, Montserrat College of Art, and Endicott College.
- The Northeast Consortium of Colleges and Universities in Massachusetts (NECCUM) is a collaboration of four public and six private institutions that allows cross-registration, faculty exchanges, and exchange/utilization of resources. Participating institutions include SSC, Middlesex Community College, Northern Essex Community College, and University of Massachusetts Lowell, Bradford College, Endicott College, Gordon College, Marion Court College, Merrimack College, and Montserrat College of Art.

Westfield State College (WSC):

- Cooperating Colleges of Greater Springfield (CCGS) allows for cross-registration among Bay Path College, Springfield College, Western New England College, American International College, Elms College, Holyoke Community College, WSC, and Springfield Technical Community College.
- WSC participates in a national student exchange program with 115 public institutions across the country.
- The Holyoke Professional Development School, a consortium that includes WSC, University of Massachusetts Amherst, and three private colleges, brings together student teachers and cooperating practitioners.

Worcester State College (WOR):

- WOR has articulation agreements with Becker College and Community College of Rhode Island and has a cooperative Bachelor of Science/Master of Science in Professional Communication with Clark University COPACE.
- Anna Maria College, Assumption College, Becker College, College of the Holy Cross, Quinsigamond Community College, University of Massachusetts Medical School, Tufts University, Worcester Polytechnical Institute, and WOR all participate in the Colleges of Worcester Consortium, which allows for cross-registration in courses.
- Worcester Area Cooperating Libraries (WACL) is a join effort of 15 academic public and special libraries in the Worcester area.
- WOR has student exchange programs with Worcester College, Worcester, England; Southwest Jiaotong University and Qufu Teachers University in the Republic of China; and University of Puerto Rico.

Source: Campus surveys

OBJECTIVE EIGHT

TO SUPPORT K-12 PROGRAMS

Performance Measures reported in the *Condition of Public Higher Education:*

- Cumulative pass rates on the Massachusetts Educator Certification Tests

Informational indicators (performance measures) reported in this supplemental document:

- K-12 personnel educated by State Colleges in the Commonwealth
- Inventory of activities and programs to support K-12 students
- Inventory of activities and programs to support K-12 personnel

With the exception of the Massachusetts Maritime Academy, all of the State Colleges were established as "normal schools" with the singular purpose of preparing future teachers. Through the years the State Colleges have evolved and now most are classified as "comprehensive" institutions, offering a broad range of academic opportunities. Nevertheless, teacher preparation programs, graduate education programs, and professional development activities continue to account for a significant share of this segment's enrollment and remain an important aspect of individual college missions.

K-12 personnel educated by State Colleges in the Commonwealth

State College students prepare for education certification in one of three ways: by earning an undergraduate or graduate degree in education; by majoring in a liberal arts field and minoring in education; or by enrolling in a post-baccalaureate certification program. The following table reports the number of students who completed each type of preparation during academic year 1997:

	Education Degrees	Education Minors	Post-baccalaureates
Bridgewater State College	332	62	128
Fitchburg State College	320	-	129
Framingham State College	201	16	58
Massachusetts College of Art	19	-	9
Massachusetts College of Liberal Arts	45	-	50
Massachusetts Maritime Academy	-	-	-
Salem State College	255	40	139
Westfield State College	140	-	55
Worcester State College	111	21	77
Segmental Totals	1,423	139	645

Source: Degrees: RPEDS Completion Files
Minors and Post-baccalaureates: Campus surveys

Inventory of activities and programs to support K-12 students

In addition to offering credit-bearing coursework, the State Colleges have instituted many formal and informal programs to support K-12 education for students and professionals. The following examples highlight how the State Colleges are supporting the K-12 system:

Programs common across the State Colleges:

- Student Teaching: Students in education programs are assigned student teaching placements in public schools in order to complete teaching certification requirements.
- Dual Enrollment: This program permits talented high school juniors and seniors to enroll in college-level courses. Students receive college credit and the Commonwealth pays tuition and fees.
- Technical Support: State College faculty and staff offer their expertise to the K-12 sector as mentors, consultants, members of school-based and district-based boards and committees, members and officers of state-wide and national education organizations.
- Kids 2 College: State Colleges participate in this early intervention program that introduces sixth grade students to the concept of higher education by pairing a sixth grade classroom with a partner college or university for a six-week period.
- America Reads: Undergraduate Work Study students work with grade K-3 public school children in an effort to boost literacy skills.
- Campus Schools:

  Bridgewater State College has the Burnell Campus School serving 385 K-6 students.

  Fitchburg State College has the McKay Campus School run jointly by the City, serving K-5 students from the college neighborhood.

  Framingham State College has 32 children enrolled in its Child Development Laboratory and 34 children enrolled in the Child Care Center.

  Salem State College jointly administers the Horace Mann and Saltonstall Schools with the City of Salem. The Horace Mann School serves 416 K-5 students and the Saltonstall School serves 398 K-5 students.

Highlights of programs offered by individual campuses:

Activities/programs to enhance learning in specific subject areas:

- **Bridgewater State College** runs Project Contemporary Competitiveness, now in its 30th year, a five-week residential academic program for middle school students.
- Bridgewater State College sponsors a Dance Residence Program bringing professional dance troupes to campus to provide performances and workshops for K-12 and college students.
- **Fitchburg State College**'s Math Department sponsors a math contest for high school students each year, and the English Department sponsors an annual writing contest for middle school through high school students. High school students were also invited to present papers at a mini-conference on Civil Rights last May.
- **Framingham State College** runs a number of student programs at the McAuliffe/Challenger Center including the Challenger Learning Center, Science Outreach, and an International Program.

Activities/programs to enhance learning in specific subject areas (continued):

- **Framingham State College** has sponsored 23 annual State History Conferences to encourage students to study history.
- **Framingham State College** hosts the annual Massachusetts Science Olympiad for high school science teachers and students.
- **Massachusetts College of Art** runs Creative Vacation, Looking to Learn and August Studios. Creative Vacation is a three-week, hands-on program for students in grades 4-10. Looking to Learn provides students and teachers an opportunity to view the work of a wide variety of artists not often seen in the Boston area. August Studios provides 11th and 12th graders with a four-week intensive, college-like program.
- **Massachusetts College of Art** has, for over 55 years, run Saturday Studios for students and parents. During these Saturday morning art-making opportunities, students explore art making processes, new materials and techniques; parents are treated to behind-the-scenes views at area museums and galleries.
- **Salem State College** sponsors the Maximum Opportunities Relative to Education (MORE) program that provides North Shore high school students access to introductory level college courses.
- **Worcester State College** has initiated an after-school program with the May Street School, a community arts school. The Greater Worcester Community Foundation funds this collaboration.
- **Worcester State College** has developed a program with the Oxford schools to enhance student learning. As part of an Eisenhower grant to improve secondary school teaching, this program emphasizes subject area knowledge and pedagogy which improve student learning in secondary school core courses.

Programs to promote career opportunities/experiential learning:

- **Bridgewater State College** collaborates with the Massachusetts Corporation for Educational Telecommunications (MCET) in the Aeronautics and Aviation Science: Careers and Opportunities Program. With the help of the New England regional office of the Federal Aviation Administration and consultants from area aviation organizations, they develop and deliver live, interactive satellite broadcasts and on-line educational exchanges on aviation to students in grades K-12, particularly targeting those under-represented in science, mathematics, engineering and technology.
- **Bridgewater State College** supports the Greater Brockton Education Links: Making the Health Care, Bioscience Connection, a technology-based pathways program in the health sciences serving eleven school districts.
- **Massachusetts Maritime Academy** co-sponsors with the New England Aquarium the statewide High School Environmental Symposium. High school students and advisors from across the region meet and interact with research scientists, environmentalists, and more than twenty environmental organizations.
- **Salem State College** provides assistance to high school students in School-to-Work Programs.
- **Worcester State College** runs a Career Beginnings Program which matches 80 high school juniors and seniors with business mentors and provides classes and work experiences focusing on career opportunities.
- **Worcester State College** operates the Future Teachers Academy that identifies and encourages minority students to consider teaching as a career.

Programs that support students' use of technology:

- **Bridgewater State College** delivers computer training to K-12 teachers and uses the Internet to link school districts to mentors in the 200 businesses that are partners through the Cranberry School to Career Partnership, Inc.
- **Bridgewater State College** is conducting a research study of Internet use and integration in elementary classrooms.

Programs that support students use of technology (continued):

- Framingham State College assigns student teachers laptop computers with appropriate software and modems, allowing the students to work more effectively and efficiently with cooperating K-12 teachers and FRSC faculty during the student teaching experience. These student teachers are also engaged in technology training at FRSC's new Multi-Media Technology Center.
- Westfield State College offers Internet connections to all area schools (K-12) and local educators.

Programs for at-risk students:

- Bridgewater State College is home to the Leadership Education and Academic Development (LEAD) program, In collaboration with a community-based education agency, this program serves 60 Brockton High School sophomores and juniors in an innovative, college-preparatory program providing educational and cultural activities to economically and academically "at-risk" youth.
- Massachusetts Maritime Academy has entered into an agreement with the Brockton Area Private Industry Council, Inc., to serve economically disadvantaged, inner city youth, aged 14 and 15, residing in the Brockton area. The program enhances basic education by providing instruction in reading, writing, math, and computers. Students also participate in nautical and environmental studies. An emphasis is placed on encouraging school completion.
- Salem State College works with the Ford School in Lynn to offer an after-school enrichment component for K-6 students. This program includes exposure to the college campus, attendance at a special program for gifted students called SEA (Start Early at Salem State College), and provides workshops and courses for the families to support education. Salem State College faculty also work with teachers and para-professionals in selected schools on the North Shore to assist bilingual students who have learning and special needs problems.
- Salem State College participates in the Rainbow Terrace Project, a collaboration with the Boys' and Girls' Club of Greater Salem that provides after-school enrichment to students in primary grades who live in a subsidized housing project contiguous to the campus. Through the resources of the College, the students have exposure to the arts and to computers and receive academic support related to schoolwork.

Inventory of activities and programs to support K-12 personnel

Programs common to most State Colleges:

- Student Teaching: Students in education programs are assigned student teaching placements in public schools in order to complete teaching certification requirements.
- Professional Development: Campuses provide courses and workshops to K-12 educators earning professional development points towards their recertification.
- Technical Support: State College faculty from a wide variety of academic disciplines (Mathematics, Biology, Earth Science, Technology, Reading, Elementary Education, Special Education, etc.) work closely with K-12 personnel.
- Partnerships Advancing the Learning of Mathematics and Science (PALMS) is a joint effort between the Massachusetts Department of Education and the National Science Foundation to improve the delivery of mathematics and science education in the Commonwealth. Innovative practices stem from partnerships among businesses, higher education institutions, policymakers, government officials, teachers and families to set and maintain higher standards for student achievement. PALMS initiatives insure high quality preparation and continuous professional development for teachers in the mathematics and science areas.

Highlights of programs offered by individual campuses:

Programs that enhance teacher education:

- **Bridgewater State College** sponsors a Beginning Teacher Induction program for Barnstable and Plymouth public school staff.
- **Bridgewater State College,** University of Massachusetts Amherst, Lesley College and Clark College share "best practices" in teacher education, through the Massachusetts Consortium for Initial Teacher Professional Development (an Eisenhower Grant for Initial Teacher Preparation).
- **Bridgewater State College** faculty have conducted research on cooperating teachers' attitudes toward pre-service teachers.
- **Fitchburg State College** has established an Advanced Placement Institute to train and certify teachers of Advanced Placement courses.
- **Fitchburg State College** sponsors the Professional Development Center to provide quality staff development to teachers and administrators of 20 member school districts in Worcester County.
- **Framingham State College** collaborates with the Harvard Smithsonian Center for Astrophysics to provide workshops, seminars, and summer institutes for K-12 teachers in astronomy and the physical sciences.
- **Framingham State College** works with the U.S. Department of Education in assisting teachers to become nationally certified in accordance with the standards of the National Board of Certification.
- **Salem State College** has a partnership with Lawrence Child Care Circuit to offer courses for early child-care workers.
- **Salem State College** offers a summer institute entitled Aquaculture in the Classroom for teachers of grades 7-12 in North Shore School Systems.
- **Westfield State College** and Greenfield Community College have developed an articulation agreement to assist non-traditional students interested in becoming vocational-technical educators.
- **Worcester State College** runs a Center for Professional Development that offers workshops and credit-bearing courses to Massachusetts teachers. It works closely with the Massachusetts Elementary Central Alliance, the South Central Alliance of Middle Schools, and the South Central Alliance of High Schools.

Resources available for teachers:

- **Bridgewater State College** is home to the Center for Public School Leadership, an initiative of the Institute for Regional Development that provides services to support Massachusetts public school educators.
- **Bridgewater State College** runs NASA/Regional Teacher Resource Center and the Southeastern Massachusetts Global Education Center.
- **Framingham State College** administers the Massachusetts Global Education Program for the Commonwealth and runs the Metrowest Global Education Center.
- **Framingham State College** runs the Stalker Institute for Food and Nutrition for the Commonwealth.
- **Framingham State College** provides teachers access via the Web to the resources of the McAuliffe Center for Education and Teaching Excellence.
- **Massachusetts College of Liberal Arts** operates the Educators Resource Center that serves as a resource for county teachers on all matters relating to recertification under Education Reform.

Resources available for teachers (continued):

- Massachusetts College of Liberal Arts participates in the Berkshire Collaborative Instructional Model, a Goals 2000 Eisenhower initiative designed to provide public school teachers an opportunity to do action research in their classroom.
- Salem State College is a collaborative partner in the Greater Lynn School to Work partnership in which K-12 teachers in five local school districts benefit from professional development opportunities offered by SSC.
- Westfield State College runs Professional Development for Educators (PDEP), a program that provides off-campus professional development opportunities for K-12 teachers.
- Westfield State College's Institute for Mathematics, Science and Technology Instruction (IMSTI) received two PALMS grants, a Goals 2000 grant and a NSF grant during the 1996–1997 academic year to fund professional development opportunities including opportunities for college faculty and K-12 teachers to work together in mentoring activities and curriculum development.
- Worcester State College established the School College Collaboratives Office whose partnerships benefit K-16 students, teachers, business people and college administrators.
- Worcester State College's Center for Professional Development provides programs for K-12 educators.

Programs for curriculum development:

- Bridgewater State College provides leadership, facilities, and coordination for a consortium of 60 Southeastern Massachusetts school districts through its Curriculum Leadership Center.
- Bridgewater State College participates in SENESEES, the Southeastern New England Science and Engineering Education Society, a collaborative of educational institutions, museums, and nature centers whose members share and discuss ideas on the improvement of the delivery of math and science experiences in the region.
- Bridgewater State College runs City Lab in collaboration with the Boston University Medical School, Brockton Public Schools, and the Bridgewater-Raynham Regional School District. City Lab runs hands-on workshops on molecular biology and biotechnology for students and teachers at the John Joseph Moakley Center for Technological Applications.
- Fitchburg State College offers Ginn Reading Series Analysis and Training.
- Fitchburg State College offers a program entitled Practical Applications of Mathematics to the Real World.
- Framingham State College provides a modular, discovery-based physical science curriculum through the Astronomy Resources for Intercurricular Science Program.
- Framingham State College provides an instructional strategy that integrates technology into mathematics and science curricula through the Challenger Program.
- Massachusetts College of Art participates in the Boston Higher Education partnership, a collaboration between 27 public and private colleges and the Boston Public Schools.
- Westfield State College houses the Western Geographic Alliance Resource Center that offers educational geographic kits, maps, videos and other materials for K-12 teachers.
- Worcester State College has a program funded by an Eisenhower grant which supports a review of the College's secondary education curriculum courses by teachers in the Oxford school system. Input from practicing teachers on how improvements can be made to the secondary school core curriculum is expected to result in better teaching.

Objective Eight, continued

Programs to support the use of technology in the classroom:

- **Bridgewater State College** offers ImaST: Middle School Institute for Teachers and Administration: Integrated Mathematics & Technology, a PALMS summer institute, sponsored in collaboration with Illinois State University.
- **Bridgewater State College** runs a Teacher Technology Center that offers professional development workshops for students, parents, teachers, and the community to explore new technologies.
- **Bridgewater State College** runs WGBH Teaching with Technology, a summer immersion program which introduces teachers to a wide range of technology and the means for integrating it into the curriculum.
- **Fitchburg State College** offers two programs to promote the use of technology: Uses of Internet in the Classroom, and Training in Uses of Technology in the Classroom.
- **Framingham State College** provides workshops for K-12 administrators focusing on the successful integration of technology into K-12 classrooms.
- **Massachusetts College of Art** offers workshops on computers for Boston Public School teachers.
- **Massachusetts Maritime Academy** annually hosts Teaching Nuclear Science and Technology in Our Society for high school teachers.
- **Westfield State College** offers Internet connections to all area schools (K-12) and local educators.

Source: Campus surveys

OBJECTIVE NINE

TO MAXIMIZE FUND RAISING FROM PRIVATE SOURCES

Performance Measures reported in the *Condition of Public Higher Education:*

- Private funds raised eligible for matching funds from Endowment Incentive Program

Informational indicators (performance measures) reported in this supplemental document:

- Private funds raised (total)
- Percentage of alumni contributing to fund raising campaigns
- Size of endowment
- Endowment per FTE student

During the past three years, Massachusetts State Colleges have intensified their focus on private fund raising. The Endowment Incentive Program has provided additional impetus to fund raising efforts and has allowed the Colleges to increase the sizes of their endowments significantly. Colleges have engaged in a wide variety of fund raising activities, which have brought in resources from corporations, foundations, and private individuals. The four tables below present data for each College which document the success of these efforts, in the amount raised through private fund raising, alumni donor participation, and endowment growth.

Private Funds Raised (Total)

	FY 1995	FY 1996	FY 1997
Bridgewater State College	$612,036	$591,814	$695,036
Fitchburg State College	533,646	401,544	857,258
Framingham State College	477,204	80,622	185,646
Massachusetts College of Art	333,118	425,450	876,365
Massachusetts College of Liberal Arts	230,234	459,005	574,096
Massachusetts Maritime Academy	416,000	617,121	607,704
Salem State College	543,315	595,674	628,381
Westfield State College	279,699	180,940	359,926
Worcester State College	262,052	219,956	921,981

Note: Figures do not include capital gains or losses.

Source: Campus financial audit statements

Percentage of Alumni Contributing to Fund Raising Campaigns

	FY 1995	FY 1996	FY 1997
Bridgewater State College	15%	16%	16%
Fitchburg State College	18%	16	14
Framingham State College	8	9	8
Massachusetts College of Art	12	14	16
Massachusetts College of Liberal Arts	22	20	21
Massachusetts Maritime Academy	14	18	18
Salem State College	11	12	14
Westfield State College	14	15	12
Worcester State College	14	14	16

Source: Campus surveys

Size of Endowment

	FY 1995	FY 1996	FY 1997
Bridgewater State College	$1,349,797	$1,415,132	$1,971,750
Fitchburg State College	3,331,329	3,489,358	5,072,585
Framingham State College	1,962,887	2,286,593	2,531,624
Massachusetts College of Art	767,911	818,332	1,391,570
Massachusetts College of Liberal Arts	496,421	808,405	1,475,309
Massachusetts Maritime Academy	569,521	1,207,640	2,027,000
Salem State College	615,771	558,624	1,020,650
Westfield State College	696,837	800,617	1,101,340
Worcester State College	505,661	571,978	1,673,036

Source: Campus financial audit statements

Endowment per FTE

	Endowment FY 1997	Fall FTE 1996	Endowment/FTE
Bridgewater State College	$1,971,750	6,760	$292
Fitchburg State College	5,072,585	3,526	1,439
Framingham State College	2,531,624	3,753	675
Massachusetts College of Art	1,391,570	1,510	922
Massachusetts College of Liberal Arts	1,475,309	1,283	1,150
Massachusetts Maritime Academy	2,027,000	720	2,815
Salem State College	1,020,650	6,793	150
Westfield State College	1,101,340	3,816	289
Worcester State College	1,673,036	3,648	459

Source: Financial audit statements and IPEDS Fall Enrollment Survey, 1996

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